

Manager's E-Tips

Managing At The Speed Of Change

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DEPARTMENT OF HOMELAND SECURITY
U.S. CUSTOMS AND BORDER PROTECTION

Top 10 Ways To Develop and Retain The Right People

*In A Forward Thinking
Organization*

1. Identify talents required for the job. Then find candidates who display those talents identified for the job. Get the right people with the right talent in the right place at the right time.

Talents + Skills and Knowledge = Behavior = Outcomes

2. Be clear on outcomes required.

By studying the best employees achieving outcomes it is then possible to identify the behaviors displayed which are their strengths (a combination of talent, skills and knowledge).

3. Hold employees accountable for their outcomes.

Each employee should be aware that outcomes will be measured. According to research more than 50% of employees cannot agree to the statement "I know what is expected of me at work." To increase this number it is essential that some form of measure be introduced.

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***Do your employees know
what is expected of them?***

Think Successfully™

By Coach Eric

GOOOOAL!

Unless you live in a cave, you've heard it regularly during World Cup play. A good fifteen seconds of airtime (although it seems *much* longer) devoted to that one word – and all because someone kicked a little

white ball into a much larger net.

Why is that call so over-the-top? Maybe it's because *soccer players don't score goals often.*

Is the same true for your business? Is each achievement a near-miraculous event? If you had the option, wouldn't you rather be shooting hoops, where achieving something is almost routine?

So, how do you make reaching your goals a matter of "when" instead of "if"?

Creating *SMART goals* is a good first step:

- 1. Specific**
- 2. Measurable**
- 3. Action-oriented**
- 4. Realistic**
- 5. Time-based**

In short, create goals that commit you to *doing* something *specific* in a *specific period of time*, and which give you a *yardstick* that tells you if you succeeded.

I left out *Realistic* because that part of *SMART* deserves special mention. *Realistic* does not mean "theoretically possible"; one of the definitions on *Dictionary.com* excludes "ideal" situations. A much better definition, I think, would be "doable."

For example, if you want to start an exercise program, committing to exercising every day (when all you've been doing are "12-ounce curls") isn't realistic.

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In fact, goals with absolutes in them (e.g. never, always, every) aren't realistic – despite the regularity of their appearance in many corporate America's objective setting exercises.

Is SMART good enough? It depends on how high you want to reach. If you really want to outperform – both your expectations and your competition – you need goals with SMARTS.

That last S stands for Stretch. It's the perfect companion to Realistic, which can pose a convenient trap for your organization/agency/office. Many things in this world are realistic. Not declaring bankruptcy is certainly doable (if not, how do you justify buying this magazine?), but is it something to strive for?

So, what's a stretch goal? How about: a goal where success is not assured, and which requires extraordinary effort to achieve? You may reach the goal, or you may not – but it's no slam-dunk (to return to our basketball analogy).

So, now you've got the goal defined. Does it end up on a plaque for everyone to admire (Ooh, such a good goal!), or would you like to do something with it?

Start by clearing the decks. Identify what is distracting you from concentrating on the goal, and figure out how to deal with it. Sure, easier said than done, but aren't you spinning your wheels until you can focus on what's really important here – your goal?

The next step is also organizational. If you've got a realistic, stretch goal, it's big. Perhaps it's even a BHAG (Big, Hairy, Audacious Goal). Regardless, it's not bite-sized; otherwise, it wouldn't be a stretch, would it? So, break it down – multiple times if you have to – until you get action items where the individual time investments don't seem to stretch to infinity.

Now, it's time to repeat that first exercise on each of the tasks in your list. When you're done, you'll have a number of Action Plans with SMARTS.

Time to go out and conquer the world, right? Ummm, no... would you run out on an overcast day without checking the weather forecast and deciding if you needed to have an umbrella handy?

If you don't want to break your stride, you need to plan for contingencies. Identify what can go wrong, and what you'll do if it does.

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Identify what can go wrong, and what you'll do if it does. Mind you, the first few times you do this, you'll miss something (maybe even something obvious). Heck, don't you still forget to pack something for vacation trips?

Now that you're ready for things not going according to plan, you can take action, remembering Yoda's famous line:

Do, or do not. There is no try.

The right attitude isn't exactly everything, but it counts for a lot. Go in expecting success, ready for missteps, and committed to learning from what happens (so you can do even better next time), and you'll grow hoarse from crowing about all the GOOOOOALS you achieve.

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Power Words

Accountable (a-koun te-bl) adj. – being obliged to answer to an authority for your actions

Example: CBP sets a high standard, every CBP Officer is accountable for his or her actions whether on or off the job.



Prepossess (pree-puh-ZES) v. – to preoccupy; to influence beforehand or prejudice; to make a good impression on beforehand

Example: Border Patrol Agents know it is unwise to be prepossessed toward an alien based upon his or her appearance since BP operates on policies and facts instead.

"You are the same today that you'll be five years from now except for two things: the people you meet and the books you read."

— Mac McMillan

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4. Teach employees the difference between talents, skills and knowledge.

Each person has unique talents. The way to stand out is for them to identify natural talents and to seek out skills and knowledge to complement those talents.

5. Teach employees to identify their strongest and weakest talents.

Encourage them to look for clues in terms of areas where they might rapidly learn, areas of satisfaction and those occasions when they have spontaneous reactions – these are the clues to their talents.

6. Introduce a common language for describing talent. Make the language precise in order to describe the differences of how one person is different from the other. For example: Margaret is strong in Empathy and Tony is strong in Enthusiasm. (Ref: Note to our Readers – #1 below)

7. Teach employees to spend a minimum of 80% of their time building on their talents. Encourage them to acquire relevant skills, knowledge and experience to build on their talents. Support them to use the time effectively and use a coach either within or outside the organization for self-development purposes. (Ref: Note to our Readers – #2 below)

8. Teach employees that only 20% of their time should be spent managing their weaknesses. Encourage them to use one of their strengths to counteract a weakness. If the weakness stems from lack of knowledge or skills encourage them to gain them. Again, it is also wise to consider the Coaching route.

9. What other support can you give to your employees? Alongside the Coaching route there is training, further education, mentoring and of course one to one conversations.

10. And the outcome? Employees will become more self-aware and ask themselves questions such as: Does this role play to my talents? Who on my team has talents that complement mine? Managers will also consider what talents might be missing within the team that would make it more balanced. Then decide how to provide experiences for employees to build on talents to create strengths.

Your organization/agency/office will have those employees perfectly suited to their roles and challenged to be their best at work.

And remember:

Talents + Skills and Knowledge = Behavior = Outcomes.

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Note to our Readers –

1. The leadership competencies found in the CBP Leadership Development Guide provide a common language applicable for all employees.
http://cbpnet.cbp.dhs.gov/ImageCache/cbpnet/content/otd/lc/downloads/binaries/ldg_2epdf/v1/ldg.pdf
2. Check out our *Creating a Successful Mentoring Partnership* in the CBP Leadership Center Web site
http://cbpnet.cbp.dhs.gov/ImageCache/cbpnet/content/otd/lc/downloads/binaries/mentor_5fguide_2epdf/v2/mentor_5fguide.pdf. This guide provides helpful information on being a mentor or seeking a mentoring relationship.



Web Site Of The Month

Looking for the Supervisor's Desk Reference Guide?

Can't find the Leadership Development Guide?

The Leadership Center's website has these and many other resources and tools for supervisors.

Check it out at:

<http://cbpnet.cbp.dhs.gov/xp/cbpnet/otd/lc/downloads/pubs/>

On CPBnet, go to OTD, then Leadership Center, click Additional Resources for Leaders and choose Publications.

When you get to the end of your rope, tie a knot and hang on.

– Franklin D. Roosevelt

***We value your input!
Please send us your
comments/suggestions.***

Manager's E-Tips

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Making the Most of Meetings

Meetings can be very effective for maximizing time, or they can be tremendous time wasters! More than 11 million business meetings take place each day in the U.S. and many, as we know, either go longer than necessary or are not needed at all.

If you are in charge of a meeting, here are some ways to make it more productive for all involved:

1. Always have a written agenda with copies for all attendees.
2. Spend time in preparation.
3. Define and write up topics to be discussed and distribute your notes a day before the meeting, along with a short memo asking others to come along prepared with discussions and solutions. Clearly identify the meeting's purpose and objectives.
4. Set a time limit and stick to it. Also, start promptly.
5. A good follow-up tool is to have someone take notes during the meeting with the details of who is going to do what, by when. A summary of the meeting with action items should be provided to all who attended.
6. Make summarizing statements throughout the meeting, (anyone can do it!)



When appropriate, consider alternatives to meetings, such as memos, written reports, etc.

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CBP Mission Statement:

We are the guardians of our nation's borders. We are America's frontline.

We safeguard the American homeland at and beyond our borders.

We protect the American public against terrorists and the instruments of terror.

We steadfastly enforce the laws of the United States while fostering our nation's economic security through lawful international trade and travel.

We serve the American public with vigilance, integrity and professionalism.

CBP Core Values:

Vigilance: Vigilance is how we ensure the safety of all Americans. We are continuously watchful and alert to deter, detect and prevent threats to our nation. We demonstrate courage and valor in the protection of our nation.

Service to Country: Service to country is embodied in the work we do. We are dedicated to defending and upholding the Constitution of the United States. The American people have entrusted us to protect the homeland and defend liberty.

Integrity: Integrity is our cornerstone. We are guided by the highest ethical and moral principles. Our actions bring honor to ourselves and our agency.

Managing At The Speed Of Change

Department of Homeland Security — U.S. Customs and Border Protection

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